Army Performance Improvement Criteria (APIC) and Organizational Self-Assessment Overview

"Revealing Excellence…and Discovering Opportunities"

12 January 2006

Our Mission: ***Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment and enhance the well-being of the Military community.***

Leading Change for Installation Excellence

Agenda

- Introduction
- APIC Overview
- APIC Significance
- MTT Methodology and Overview
- IMA OSA Objective, Approach, and Background
- What is the IMA OSA?
- Benefits of IMA OSA Usage
- IMA OSA Deployment Lifecycle
- Using the IMA OSA Tool
- Key Individual Responsibilities
- Sample Size Guidelines
- Process Flow
- Panel Discussion with Q/A Session
- ACOE Overview
- Back-up Slides

Army Performance Improvement Criteria (APIC) Overview

- Sustaining performance excellence at garrisons is critical in securing an environment that supports the Well-Being of Soldiers and their family members
- Adapted from the corporate-focused Baldrige Criteria for Performance Excellence
- Enables leadership to examine all aspects of garrison
- Aids in the identification of strengths and opportunities for improvement
- Helps garrison commanders prioritize valuable resources to achieve higher performance levels
- Link to 2005 APIC: http://www.hqda.army.mil/leadingchange/APIC/APIC%202005/APIC%202005%20for%20Website.pdf

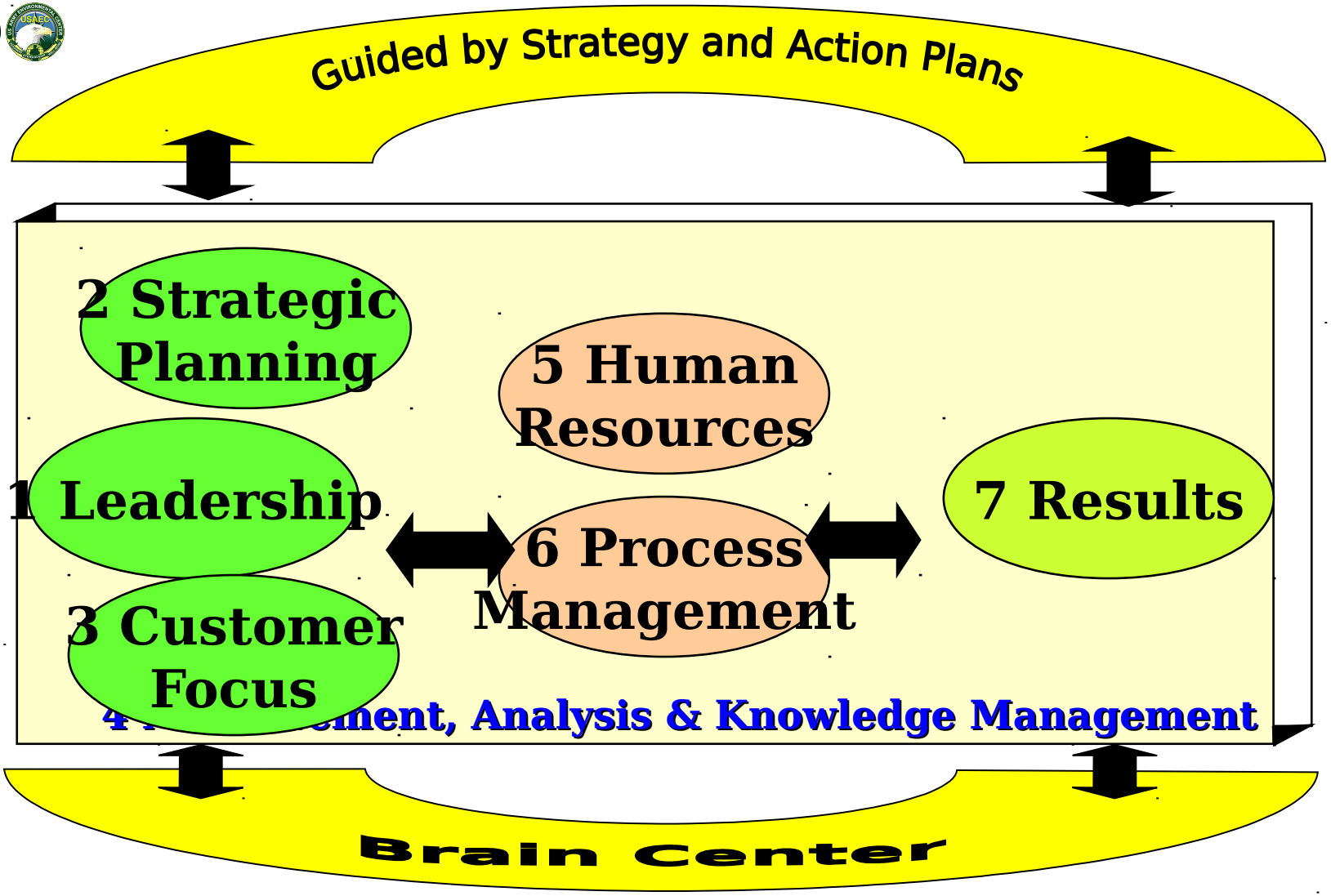
APIC Significance

- APIC/Baldrige Criteria are not based on theories of how organizations ought to run to perform well; they are based on a factual compilation of management practices shared by the world's top performing organizations.
- Platform for sustaining, incremental, and radical change
- Support a culture of Continuous Improvement
- Provides data to leaders in support of their resource prioritization

APIC Categories

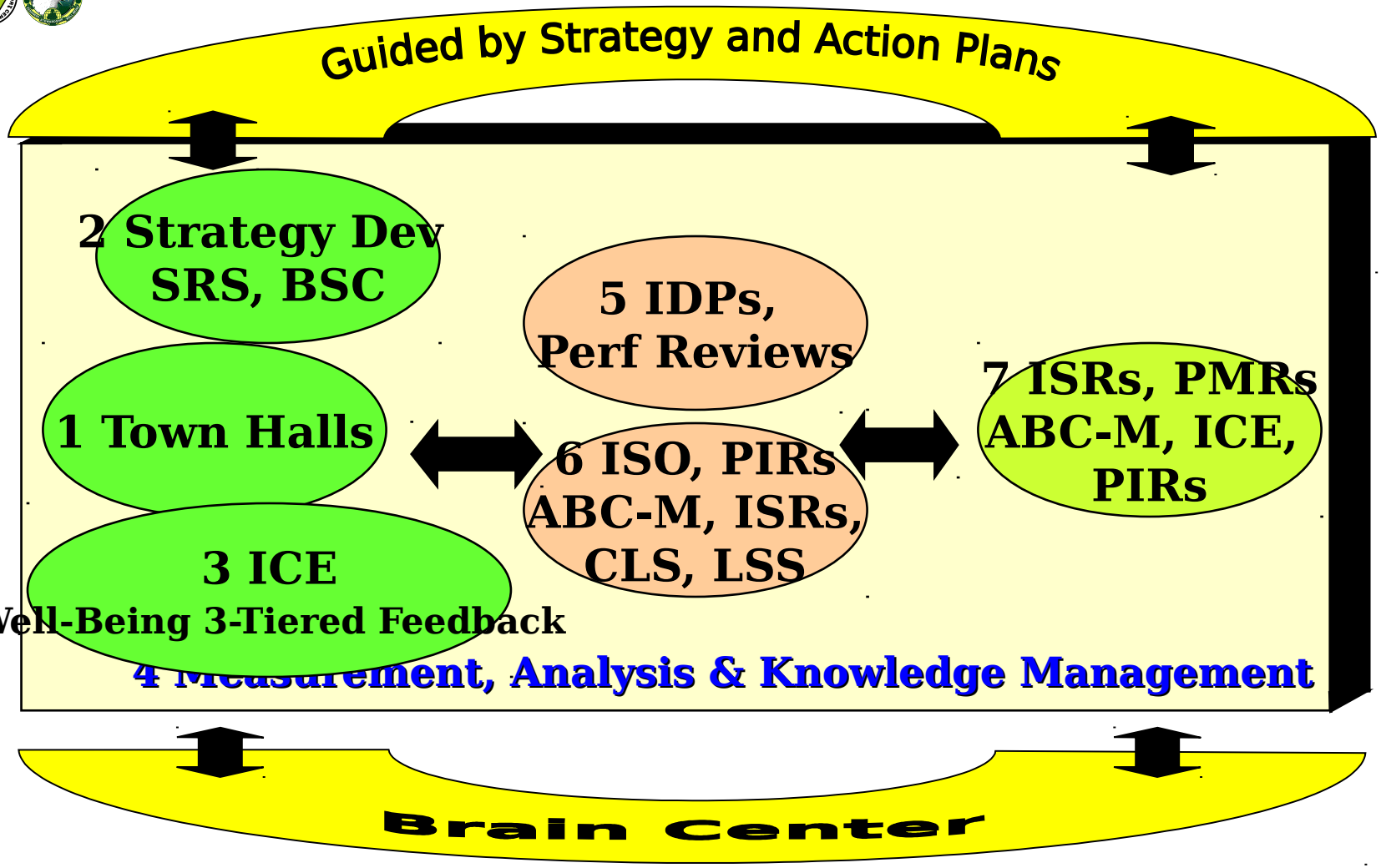
- Category 1 – Leadership
- Category 2 – Strategic Planning
- Category 3 – Customer and Market Focus
- Category 4 – Measurement, Analysis, and Knowledge Management
- Category 5 – Human Resource Focus
- Category 6 – Process Management
- Category 7 – Business Results

Integrated Performance Excellence Business Model



© 1997-2005 Quantum Performance Group, Inc.

Integrated Performance Excellence Business Model



© 1997-2005 Quantum Performance Group, Inc.

MTT/CTT Overview Slide

- Methodology: Conduct training at centralized locations and maximize cost efficiencies (Southbridge and El Pomar) by centrally funding training

- Subjects include:
  - Army Performance Improvement Criteria
  - Customer Relationship Management
  - OSA Feedback Report Analysis
  - Strategic Planning
  - Lean Six Sigma
  - ICE

IMA OSA Background, Objective, and Approach

OSA Tool Background:

- Provides corporate surveillance of area of operations (e.g. excellence and opportunities for improvement) potential preferred practices
- Embeds continuous improvement refinement process into our garrison performance management system

Objective:

- In a constrained environment it is critical for leaders to have tools which support their prioritization efforts
- ACSIM ACOE policy set 100% APIC garrison assessment requirement for all IMA garrisons with completion dates of 31 March 06 and 30 September 06
- ACSIM set a goal of IMA-wide improvement of 5% by the end of FY 06
- Use industry-standard tool to establish baseline and monitor progression (Two iterations first year and one iteration for all additional years)

IMA OSA Background, Objective, and Approach

(Continued)

Approach:

- Develop customized assessment tool – use Army language and format
- Use APIC OSA tool verses a narrative OSA to decrease labor burden; yields validated results without compromising OPTEMPO of garrisons
- Builds upon the existing organizational profile; supports analysis and environmental scans
- Data will assist strategic planning, PIR and Well-Being initiatives
- Tool vs. narrative form of assessment yields considerable cost savings to the Army
- IMA HQs will conduct a HQ's OSA during FY 2006

What is the IMA OSA?

- The IMA OSA and Performance Indicator Feedback Report are diagnostic tools that provide timely, comprehensive and objective feedback to leadership

- The IMA OSA measures performance management systems and processes within an APIC platform or framework

- The IMA OSA will help identify organizational strengths, deployment gaps, and prioritize vital opportunities for improvement

- The IMA OSA guides contributors through the 7 key APIC categories

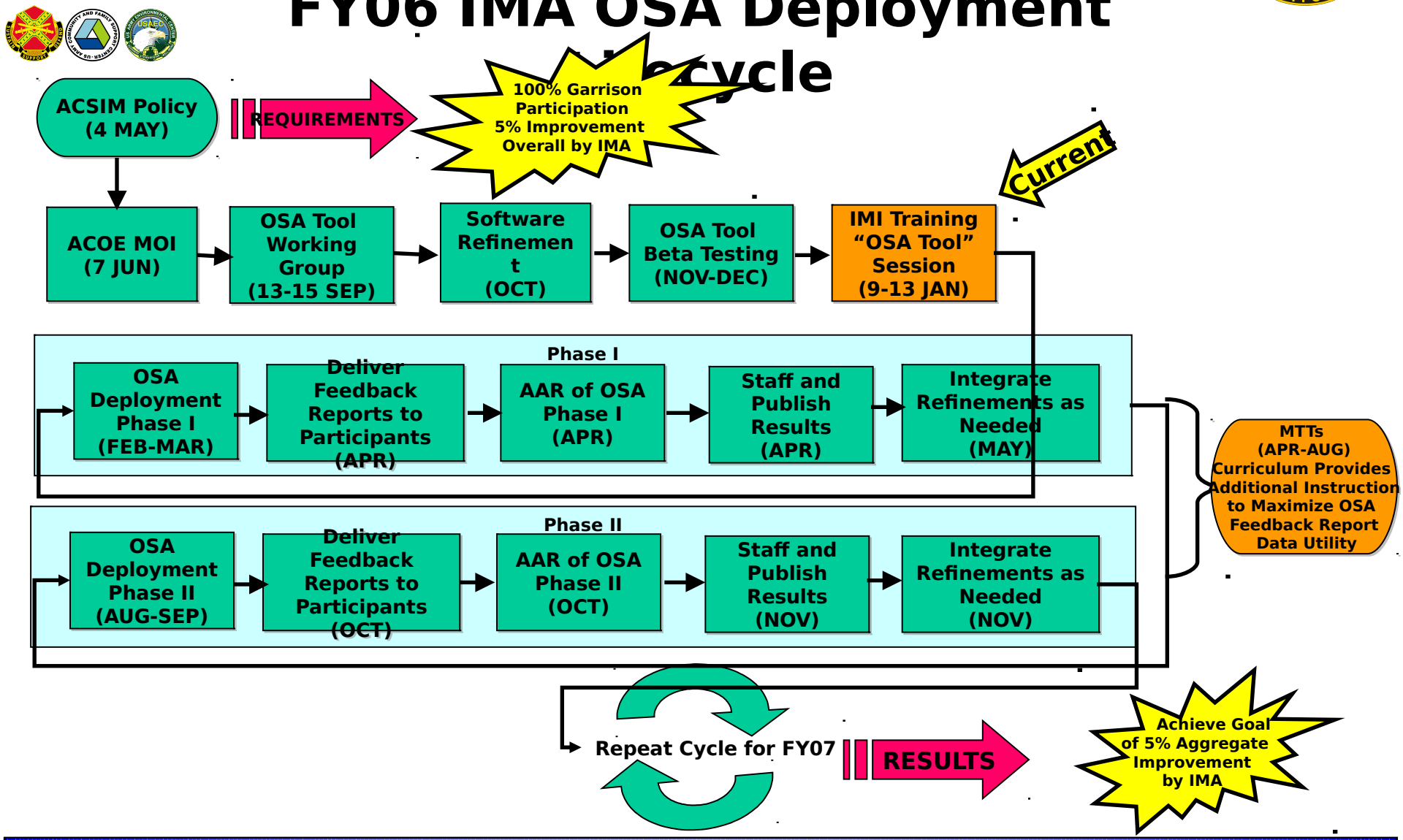
- The IMA OSA consists of 49 questions and takes approximately 1 - 1 1/2 hours to complete online; contributors can start/stop as needed while taking OSA

- The IMA OSA uses a maturity scale with behavioral anchors to determine the performance level thereby reducing variation

Benefits of IMA OSA Usage

- Provides an APIC assessment and Performance Indicator Feedback Report which aids a commander's prioritization of resources as they align initiatives and activities
- Provides real-time feedback and comparative data based on the current garrison state of affairs
- Identifies systemic strengths and opportunities for improvement
- Maintains confidentiality and supports open and honest feedback
- User friendly – easy to populate; survey versus narrative format
- Survey Environment
  - Non-attribution; individual permissions prevent identification by answer
  - Managed by 3rd party

FY06 IMA OSA Deployment Lifecycle


ACSIM Policy (4 MAY)
REQUIREMENTS
100% Garrison Participation 5% Improvement Overall by IMA
Current
ACOE MOI (7 JUN)
OSA Tool Working Group (13-15 SEP)
Software Refinement (OCT)
OSA Tool Beta Testing (NOV-DEC)
IMI Training "OSA Tool" Session (9-13 JAN)
Phase I
OSA Deployment Phase I (FEB-MAR)
Deliver Feedback Reports to Participants (APR)
AAR of OSA Phase I (APR)
Staff and Publish Results (APR)
Integrate Refinements as Needed (MAY)
Phase II
OSA Deployment Phase II (AUG-SEP)
Deliver Feedback Reports to Participants (OCT)
AAR of OSA Phase II (OCT)
Staff and Publish Results (NOV)
Integrate Refinements as Needed (NOV)
MTTs (APR-AUG) Curriculum Provides Additional Instruction to Maximize OSA Feedback Report Data Utility
Repeat Cycle for FY07
RESULTS
Achieve Goal of 5% Aggregate Improvement by IMA

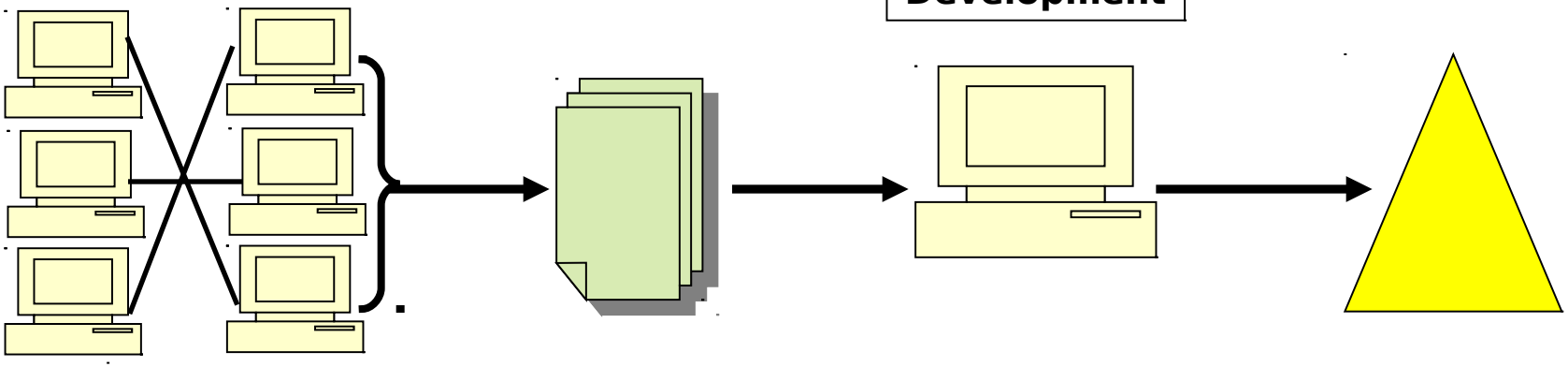
FY06 IMA OSA Garrison Deployment

Individual Surveys at Garrison

Garrison Feedback Report

PAIO Analysis and Strategy Development

Organizational Change



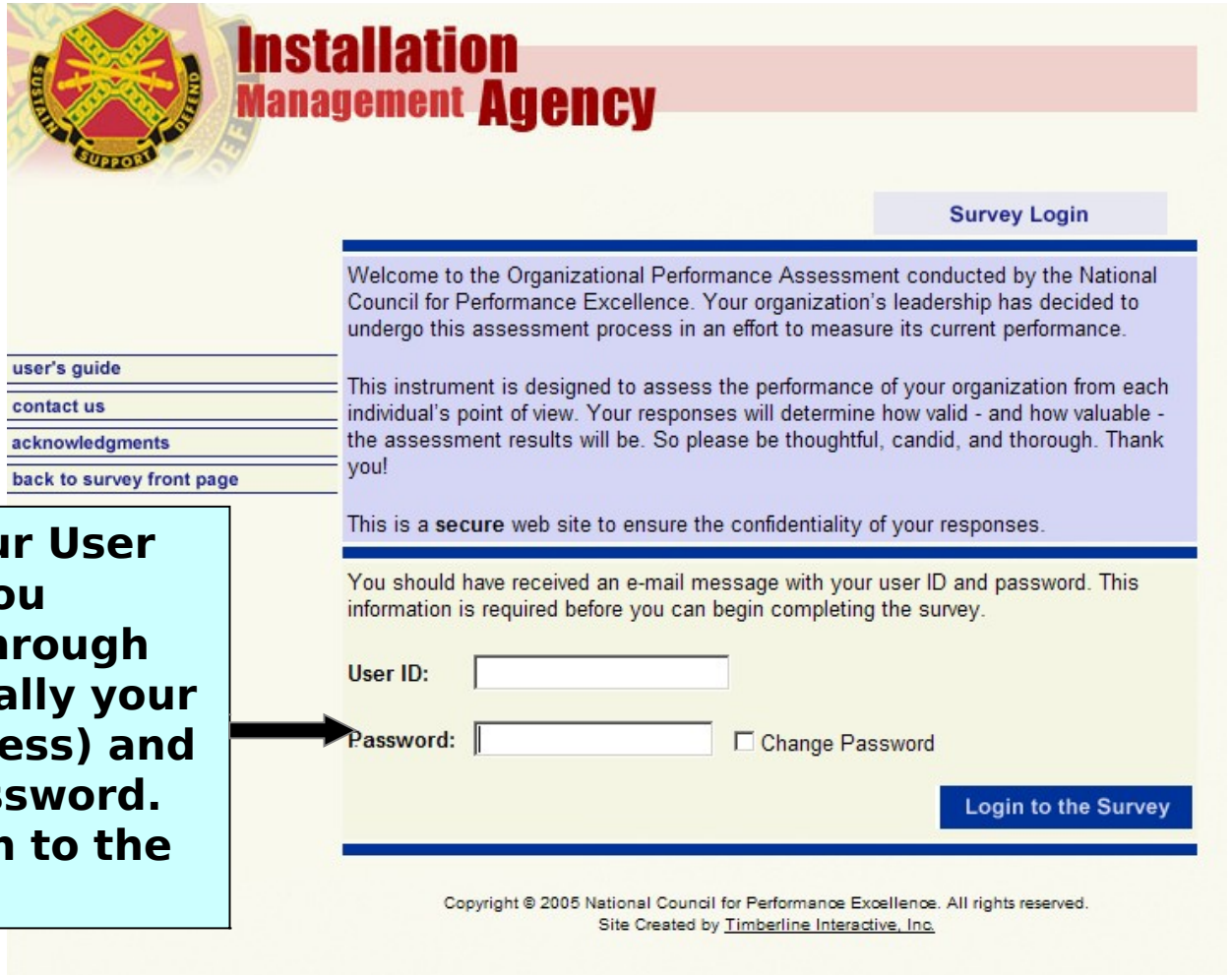
Repeat Cycle with Multiple Iterations

Using the OSA

https://www.ncpesurvey.com/?OrgID=24

Login:
Password:

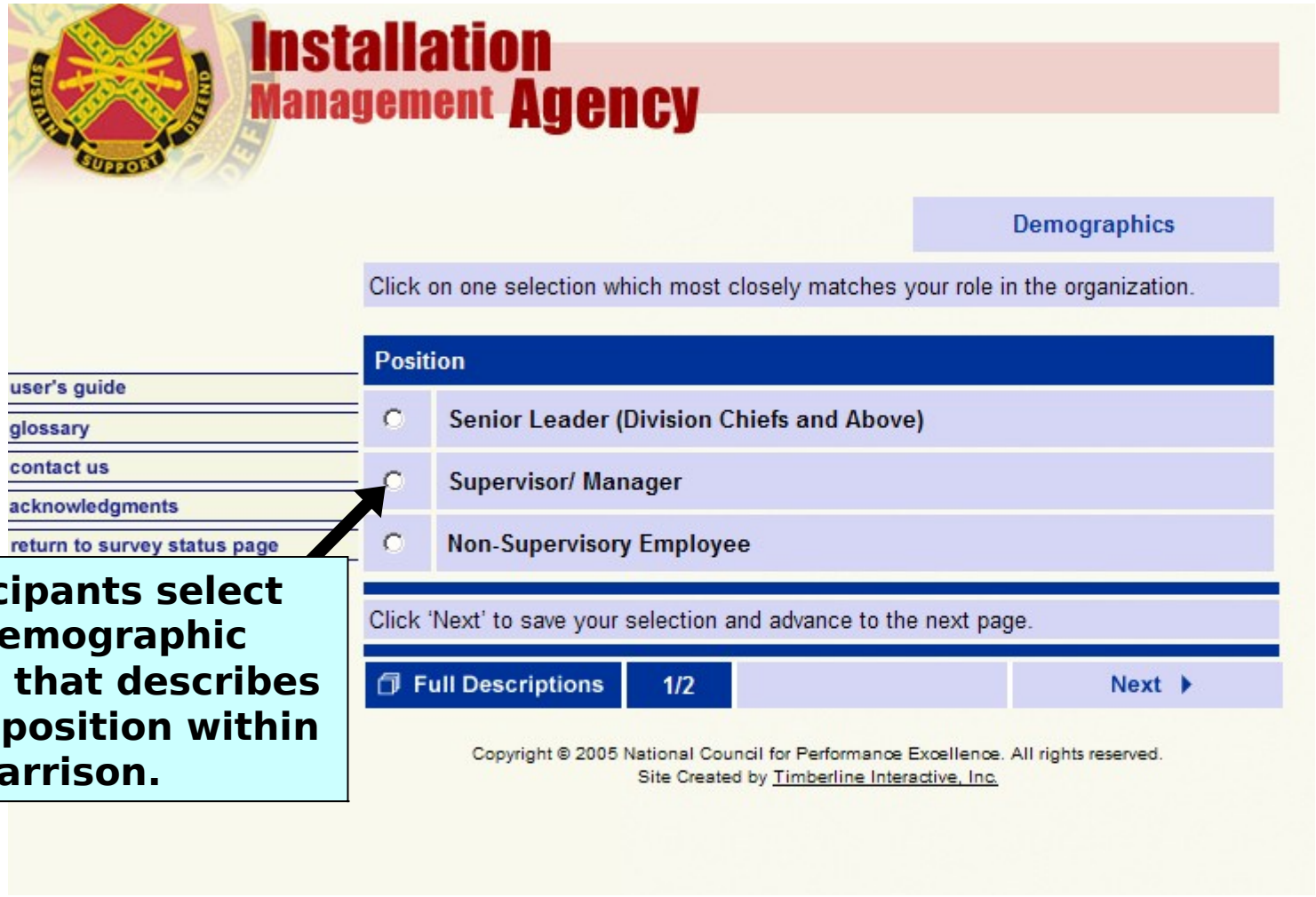
Using the IMA OSA Tool


Installation Management Agency
Survey Login
user's guide
contact us
acknowledgments
back to survey front page
Welcome to the Organizational Performance Assessment conducted by the National Council for Performance Excellence. Your organization's leadership has decided to undergo this assessment process in an effort to measure its current performance.
This instrument is designed to assess the performance of your organization from each individual's point of view. Your responses will determine how valid - and how valuable - the assessment results will be. So please be thoughtful, candid, and thorough. Thank you!
This is a secure web site to ensure the confidentiality of your responses.
You should have received an e-mail message with your user ID and password. This information is required before you can begin completing the survey.
User ID:
Password:
Change Password
Login to the Survey
Copyright © 2005 National Council for Performance Excellence. All rights reserved.
Site Created by Timberline Interactive, Inc.

Type in your User ID which you received through email (usually your email address) and unique password. Click 'Login to the Survey.'

Using the IMA OSA Tool

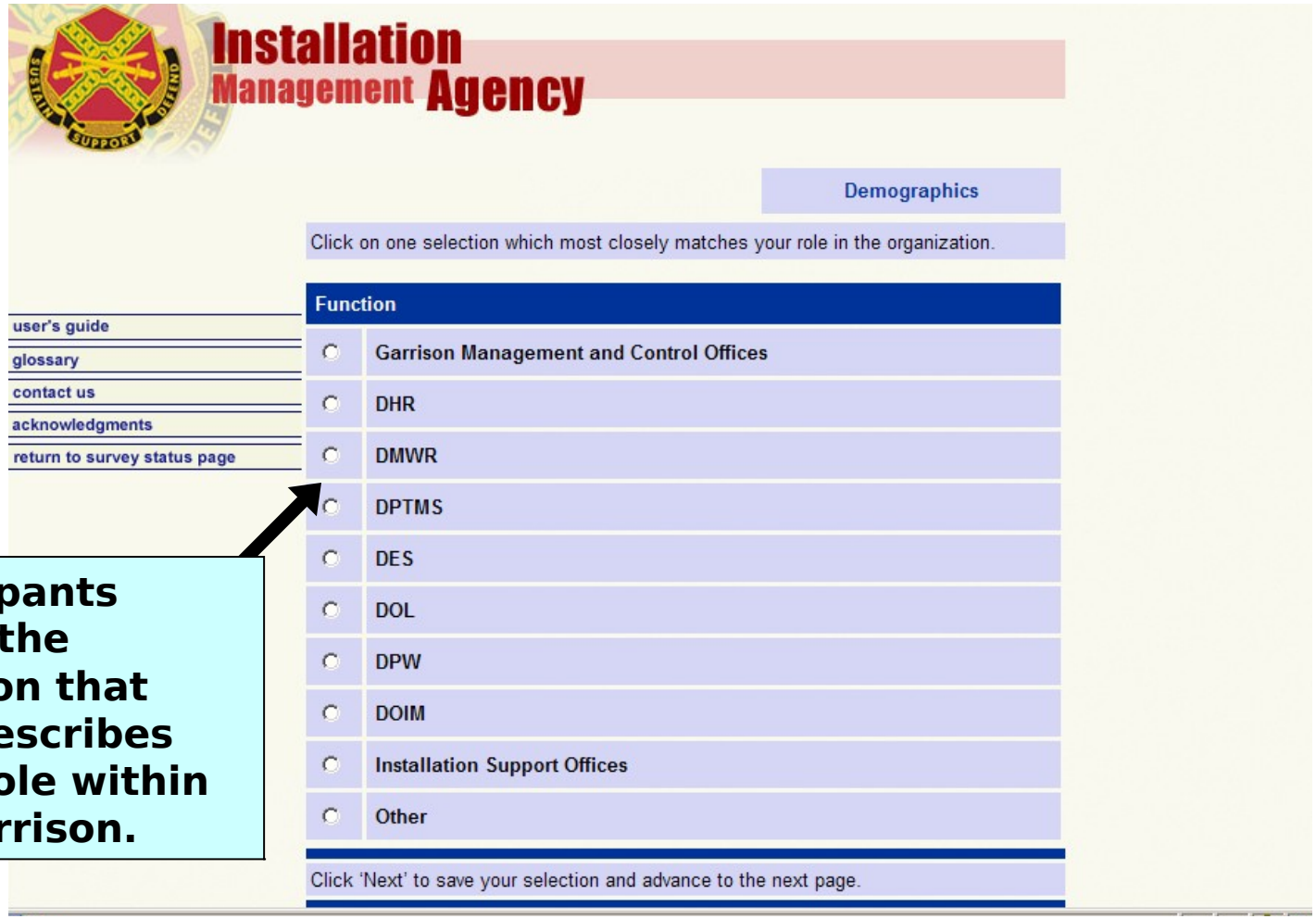
(Continued)


Installation Management Agency
Demographics
Click on one selection which most closely matches your role in the organization.
user's guide
glossary
contact us
acknowledgments
return to survey status page
Position
Senior Leader (Division Chiefs and Above)
Supervisor/ Manager
Non-Supervisory Employee
Click 'Next' to save your selection and advance to the next page.
Full Descriptions
1/2
Next
Copyright © 2005 National Council for Performance Excellence. All rights reserved.
Site Created by Timberline Interactive, Inc.

Participants select the demographic value that describes their position within the garrison.

Using the IMA OSA Tool

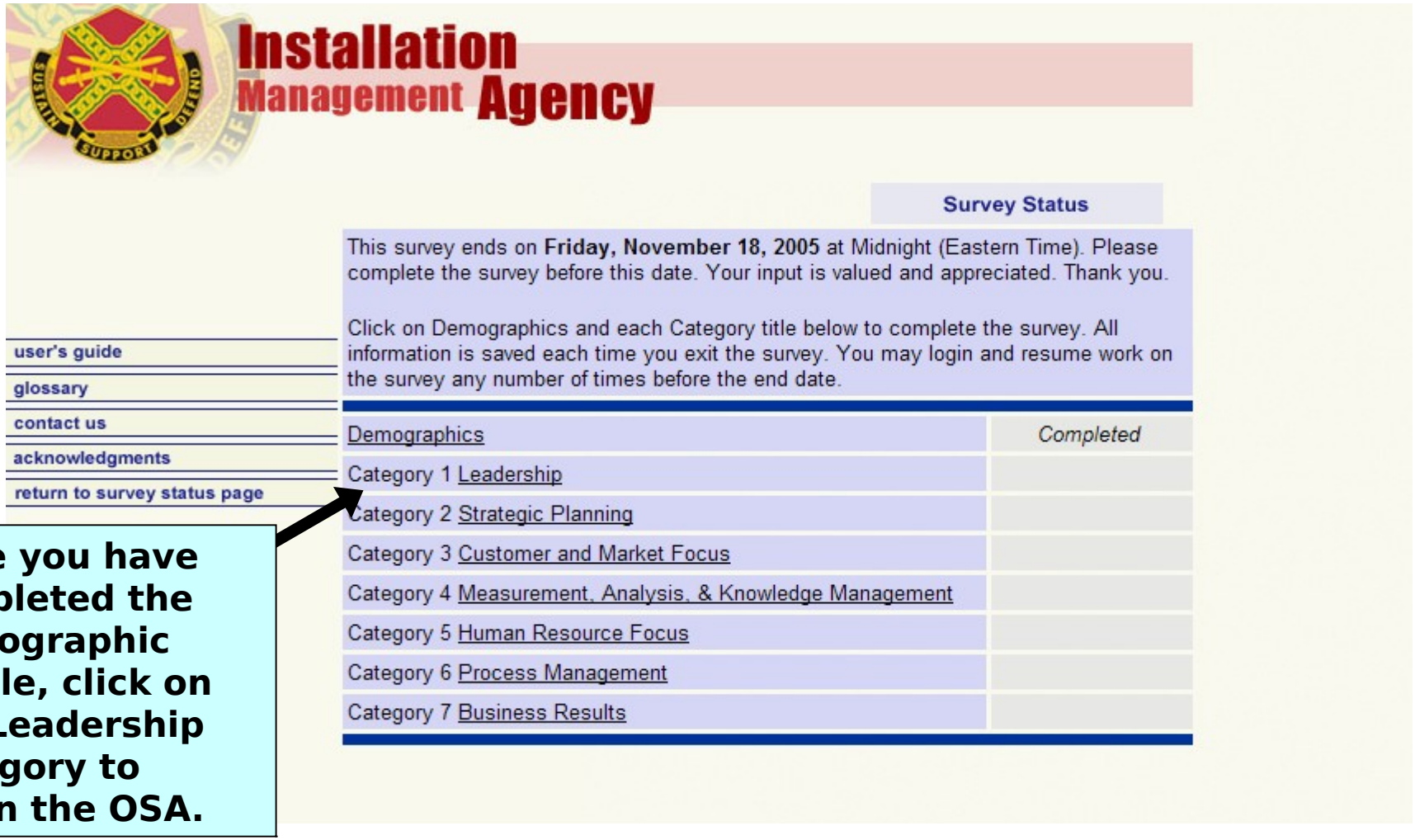
(Continued)



Participants select the Function that best describes their role within the garrison.

Using the IMA OSA Tool

(Continued)


Installation
Management Agency
Survey Status
This survey ends on Friday, November 18, 2005 at Midnight (Eastern Time). Please complete the survey before this date. Your input is valued and appreciated. Thank you.
Click on Demographics and each Category title below to complete the survey. All information is saved each time you exit the survey. You may login and resume work on the survey any number of times before the end date.
user's guide
glossary
contact us
acknowledgments
return to survey status page
Demographics
Completed
Category 1 Leadership
Category 2 Strategic Planning
Category 3 Customer and Market Focus
Category 4 Measurement, Analysis, & Knowledge Management
Category 5 Human Resource Focus
Category 6 Process Management
Category 7 Business Results

Once you have completed the Demographic Profile, click on the Leadership Category to begin the OSA.

Garrison PAIO/Survey Coordinator Responsibilities

- **Coordinate with garrison leadership for guidance/recommendations for sample pool selection**

- **Confirm survey timeline of deployment with garrison leadership and notify IMA HQs POC (Region OSA PM)**

- **Consolidate list of participants' email addresses and forward to Region OSA PM. The format is one email address and position level per line in MS Excel (see below example)**

john.doe@us.army.mil	**Senior Leader**
jane.smith@us.army.mil	**Supervisor/Manager**
doug.smith@us.army.mil	**Non-supervisory Employee**

- **During the OSA Deployment, act as a liaison between participants and IMA HQs Region OSA PM**

- **Consolidate and forward participant questions and feedback to IMA HQs Region OSA PM**

- **Fill out Garrison Assessment Process Form and return to IMA HQs Region OSA PM**

- **PAIOs responsibility is to interpret and prioritize an OSA Performance Indicator Feedback Report and develop an appropriate strategy for garrison commander**

IMA HQs
Region OSA PM Responsibilities

- Confirm test windows and 100% participation with garrison POCs
- Collect and proof Garrison Assessment Process Forms and then forward to IMA HQs
- Consolidate lists of participants' email addresses from garrisons and forward to IMA HQs OSA Program Manager
- Act as liaison between IMA HQs and garrison POCs

IMA HQs OSA Tool Administration and PM Responsibilities

- Set up administration of the OSA Tool
- Establish and distribute surveys to all participants
- Answer queries from respondents and Garrison/Region OSA POCs
- Send courtesy reminders to participants to remind them of the survey window and their current status
- Send participation reports to Regions POCs and PAIOs to provide status updates throughout the survey window
- Solicit for and collect feedback from regions
- Work with software engineers to incorporate changes to program
- Subject matter expert reach back to regions
- Provide help desk service; troubleshoot problems for participants
- Add customization and refine the software as necessary

Sampling Size Guidelines

- **PAIOs at regions to select individuals for survey; Garrison Commanders to provide guidance, and final approval**
- **Small garrisons must have a minimum of five individuals by sampling category function**
- **Goal is 100% Senior Leader participation (GC and all Directors – estimate 14 total)**
- **Goal for 20% participation follows:**

  - Garrison Management and Control Offices at least 20% total participation for the category

Position	Function
Senior Leader (Division Chiefs and Above)	Garrison Management and Control Offices
Supervisor/Manager	Installation Support Directorates
Non-Supervisory Employee	Installation Support Offices
	Other

Function Description:

Garrison Management and Control Offices include the following: RMO, PAI, Garrison HHC, HHD, and HQs

Installation Support Directorates include the following: DHR, DMWR, DPTMS, DES, DOL, DPW, and DOIM

Installation Support Offices include the following: ILO, PAO, RSO, EEO, ISO, IRACO, and ICO

Process Flow

Step 1 – Garrison Survey Coordinator determines OSA tool window with garrison leadership (Jan 2006)

Step 2 – Garrison Survey Coordinator fills out a Garrison Assessment Process Form communicating test window and garrison POC to IMA HQs OSA Region PM. Additionally, develops and submits list of OSA participants (email address and position level) to IMA HQs OSA Region PM

Step 3 – IMA HQs OSA Region PMs roll-up and forward consolidated lists (email addresses and process forms) to IMA HQs OSA Program Manager (NLT 30 Jan 2006)

Step 4 – IMA HQs sends out information message to participants (confirms addresses/ trouble shoots any gaps in survey pool)

Step 5 – IMA HQs issues each participant a Survey User ID Name and Password; sent directly to participant via email

Step 6 - IMA HQs OSA Tool Program Manager sends reminders to participants, as well as a status update to garrison OSA POC and Region OSA PMs

Step 7 – IMA HQs OSA Program Manager confirms completion date with garrison OSA POC

Step 8 – IMA HQs OSA Program Manager sends Performance Indicator Feedback Report to garrison POC and garrison commander

Step 9 – Attend MTT OSA Action Planning Courses in FY 2006

Step 10 – Garrison PAIOs interpret and prioritize Performance Indicator Feedback Report and develop an appropriate strategy for garrison commander

Panel Discussion

Beta Test Garrison Panel Discussion

Rock Island Arsenal

- **Team:**
  - **HQ, IMA OSA Program Manager and Administrator**
  - **HQ, IMA OSA Region Program Administrator**
  - **Garrison Survey Coordinators**
  - **OSA Survey Participants**

- **Approach:**
  - **Determined what, why, how, when, and where of OSA and communicated to leadership and participants**
  - **Developed methodology and random selection of 20 percent of workforce to participate**
  - **Answered participant questions / resolved problems**

- **Customization:**
  - **Clarified / simplified HQ, IMA notification letter and provided to participants**
  - **Requested participant feedback on survey**
  -

- **Lessons Learned:**
  - **Get key stakeholder buy-in (Briefed leadership and union officials)**
  - **Importance of proper marketing (Prepared one page instruction sheet for participants)**

Beta Test Garrison Panel Discussion

Area IV

- **Approach**
  - **TEAM IMA**
  - **PAIO Brand Recognition**
  - **Controlled Survey Environment**
  - **Local National Employee Emphasis**
- **Customization**
  - **Commanders Invitation**
  - **Survey & Instruction Translation**
  - **Marketing/Promotion**
  - **The “After Survey” Survey**
- **Lessons Learned**
  - **What went well: “Great Synergy”**
  - **Not exactly as we envisioned: The “Two Week Window”**

Beta Test Garrison Panel Discussion

Fort Richardson Alaska

- **Team:**
  - **PAIO Chief w/ Garrison Deputy**
- **Approach:**
  - **Centralized Mgmt / Individual execution**
- **Customization**
  - **None**
- **Lessons learned**
  - **Survey construction, audience, applicability, outcome**

Beta Test Garrison Panel Discussion

U.S. Army Yuma Proving Ground

- **Garrison Organizational Self Assessment (OSA) Team**
  - **Garrett Smith, Acting Garrison Manager**
  - **Leslie Smith, Acting PAIO Chief**
  - **Greg Kane, ACOE Program Manager**

- **Approach**
  - **Identified test base (employees with email addresses)**
  - **Scheduled 100% of directors to complete survey**
  - **Notified test base of survey and encouraged honest input**
  - **Maintained a check on overall completion rate**

Beta Test Garrison Panel Discussion

U.S. Army Yuma Proving Ground

- Customization
  - None

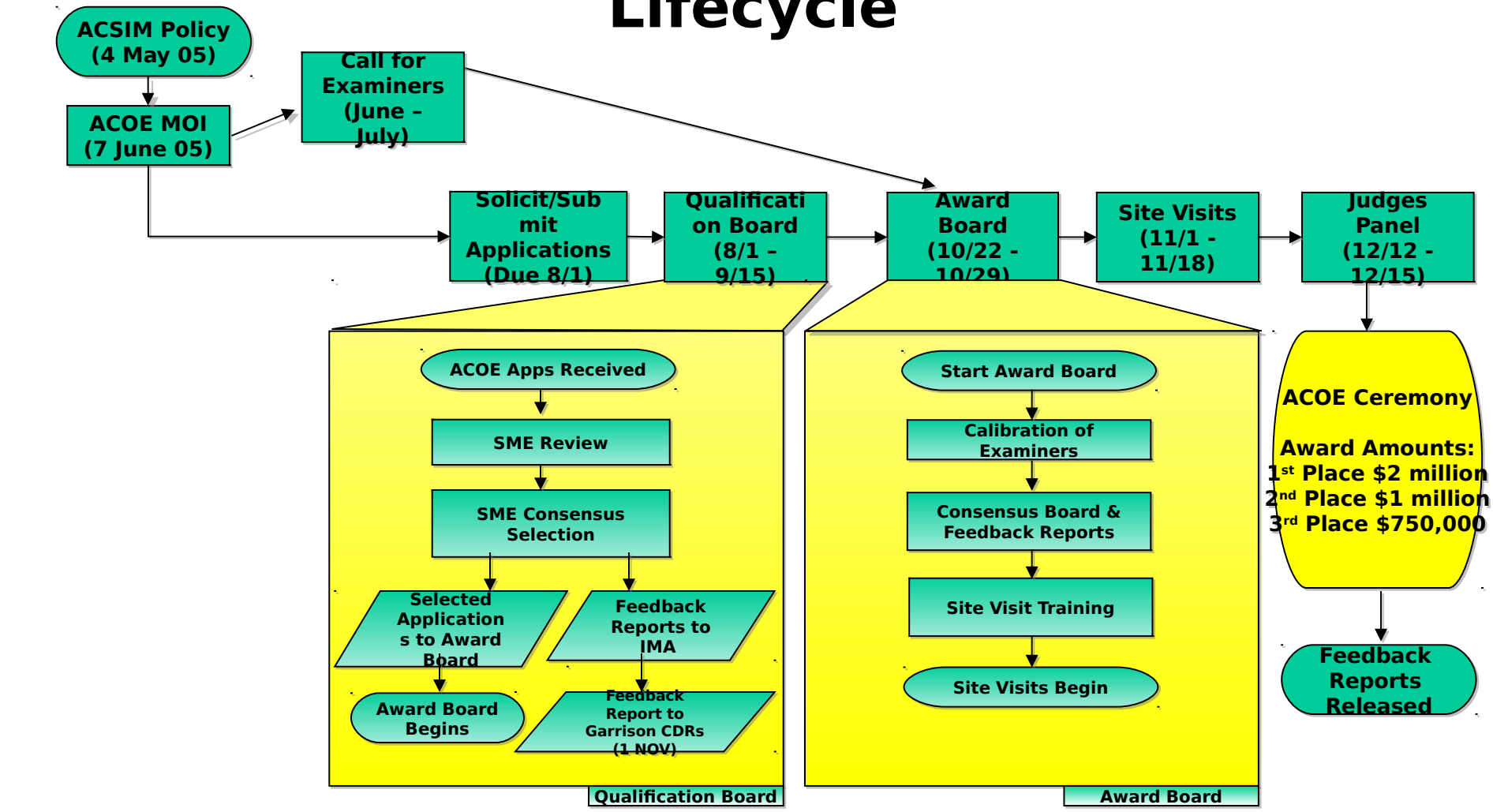
- Lessons learned
  - OSA Team
    - Senior leadership support of utmost importance
    - Two week survey period adequate
    - Opened survey to all Garrison for honest results
  - Comments from test base employees
    - Concern with anonymity

Q/A Session

ACOE Award Program

- **CSA program recognizing excellence in installation management**
- **ACSIM FY06 Policy tasks IMA to execute/operate program**
- **ACOE program directly aligned to Malcolm Baldrige Not-for-profit Program**

FY06 ACOE Award Program Lifecycle



Contact Information

Location	Name	Email	Phone
NERO	Barbara Good	goodb@monroe.army.mil	757-788-7652
SWRO	Raye Anne Hawkins	Rayeanne.hawkins@samhouston.army.mil	210-295-2260
KORO	John DiGenio	john.digenio@korea.army.mil	011-822-7918-5559 (DSN 315-738-5559)
NWRO	Ken Krambeck	krambeckk@ria.army.mil	309-782-8291 (DSN 309-782-8291)
PARO	Lorna Hu	lorna.hu@us.army.mil	808-438-1713 (DSN 315-438-1713)
SERO	Bettye Cook	bettye.cook@forscom.army.mil	404-464-2882 (DSN 367-2882)
EURO	Glynis Walker	glynis.walker@us.army.mil	011-49-6221-576086 (DSN 370-6086)
IMA HQs	Rosye Faulk	rosye.faulk@hqda.army.mil	703-602-2478
IMA HQs	Kory Brendsel	Brendsel_kory@bah.com	703-602-5459

END OF BRIEF

NSTALLATION MANAGEMENT AGENC

"Sustain, Support and Defend "

Back-Up Slides

OSA Software

- Demographic focus
  - Position
  - Function
- Graphic customization
  - Highlight role for model/best practice performance
  - Capture deployment maturity of garrisons (use behavioral anchors vs. scores)
  - Content edited for Army readers
  - Glossary and terminology mirrors Army Performance Improvement Criteria (APIC)
- 100% customization of content was accomplished

BETA Test Demographics

- CONUS/OCONUS
- Different levels of APIC maturity development
- Include Premiere APIC role models (e.g. Ft. Bragg and Ft. A.P. Hill)
- Varying size and complexity of garrisons (e.g. small, normal, large)
- Small/remote representation (e.g. Yuma)

Beta Test Phase I Timeline

13-15 SEPT	15-30 SEPT	OCT - NOV	NOV - DEC	DEC	9-13 JAN	FEB-MAR	APR	APR
Working Group Of ACOE Region PM's	Final customized software/ content Changes at IMA HQs	Refinement of software and SOP as needed	BETA test sites PARO Fort Richardson (5-16 DEC) EURO 221st BSB (28 NOV – 9 DEC) SWRO Yuma (7-17 NOV) NERO Fort A.P. Hill (9-16 DEC) NWRO Rock Island Arsena (28 NOV-9 DEC) SERO Fort Bragg (5-16 DEC) KORO Area IV (7-18NOV) ARO IMA HQs (5-16 DEC)	AAR Beta Test Refinements	PAIO Training at IMI Topic: OSA PAIO Procedural Deployment	Full IMA-wide deployment at HQ and garrisons	Deliver Feedback Reports to garrisons and HQ	AAR Analysis of data At IMA HQ

Marketing and Corporate Messages for PAIOs and HQs

- Status quo is not an option.
- In an environment of constraints it is critical for leaders to have tools which support their prioritization efforts.
- This diagnostic tool helps leaders identify systemic strengths and opportunities for improvement.
- The OSA tool will help identify and share best practices across the Army.
- IMA is committed to performance excellence and sustainability.
- The OSA tool will revolutionize the way we do business by getting timely, comprehensive and objective feedback.
- The OSA tool aids management's adaptation to transformation, modularity, and BRAC.

Marketing and Corporate Messages (Continued)

Other OSA tool key messages discussed include:

- Provides real-time feedback and the current state of affairs
- Provides a framework to focus and align all programs, initiatives, and activities
- Ensures non-attribution in order to receive open and honest feedback
- Builds upon organizational profile
- Football analogy - provides a holistic view of garrisons by giving leaders a top of the stadium view